Terminal Business Service (ATB): Background and Update

Briefing by Marcos Costilla, ATB-2 (acting)
National AFSUPCOM Meeting
Washington, DC
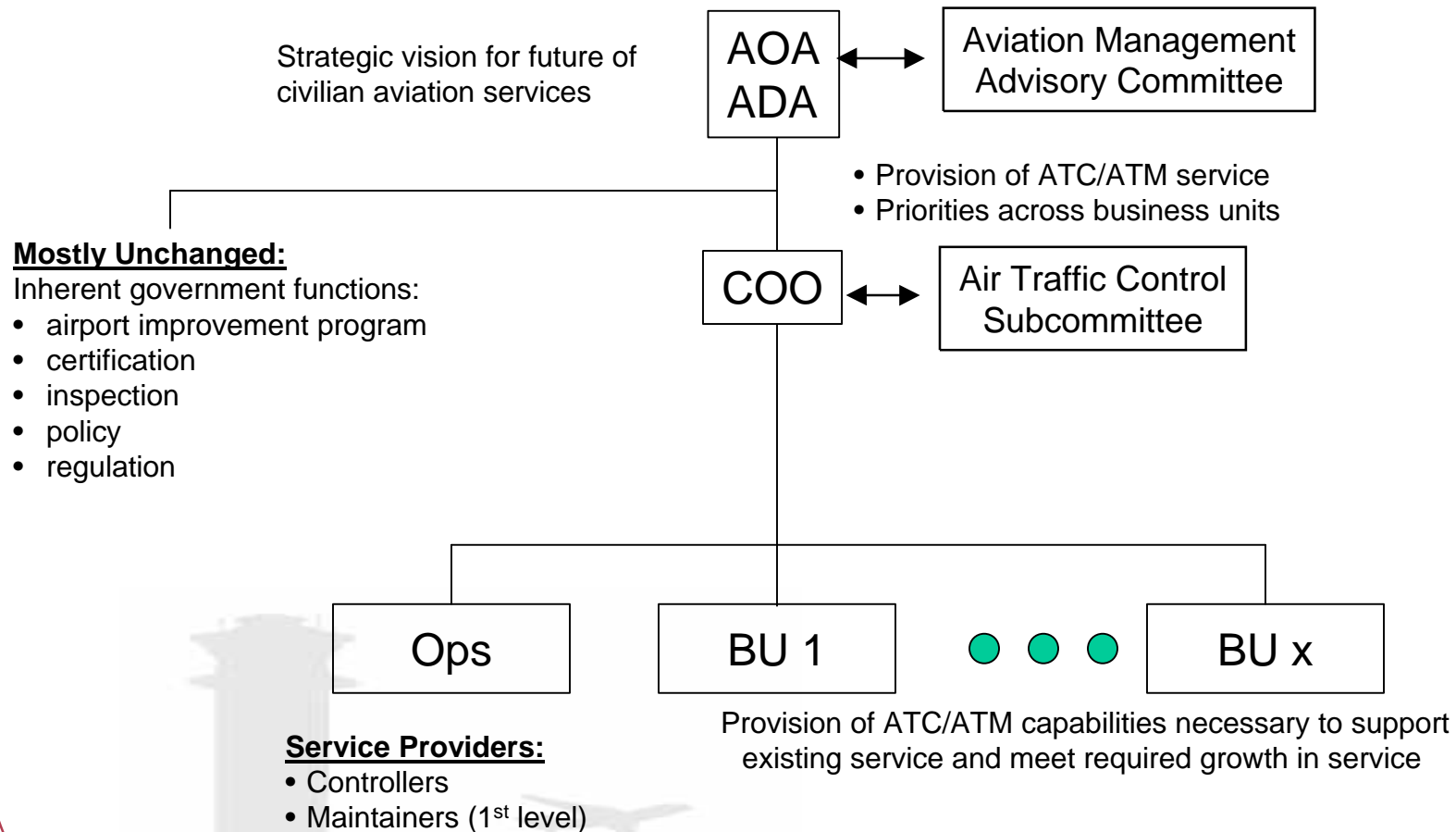September 10, 2001

ATB

Establishing ATB

- The Administrator decided in October 2000 that she needed business improvement right away

- She tasked Bill Voss (formerly the director of the Office of Air Traffic Systems Development) with creating a "Terminal Business Unit" to improve processes, focus accountability, and improve performance.

- The notice establishing the Terminal Business Service (ATB) was released in January 2001

Context Assumption

Strategic vision for future of civilian aviation services

| AOA ADA | ↔ | Aviation Management Advisory Committee |

- Provision of ATC/ATM service
- Priorities across business units

Mostly Unchanged:
Inherent government functions:
- airport improvement program
- certification
- inspection
- policy
- regulation

| COO | ↔ | Air Traffic Control Subcommittee |

| Ops | BU 1 | ● ● ● | BU x |

Provision of ATC/ATM capabilities necessary to support existing service and meet required growth in service

Service Providers:
- Controllers
- Maintainers (1st level)

Benefits of ATB

- Acquisition combined with Operations
- Combined budget
- Cradle-to-grave
- National prioritization
- Provide field input to program decisions
- Single point of responsibility/authority
- Prioritization, risk mitigation, and financial management
- Enable core processes

Key Expectations

Before ATB

- Acquisitions separate from operations
- Multiple sources for funding
- Low priority for infrastructure issues
- Multiple decision owners (dispersed accountability)
- Fragmented roles and responsibilities for terminal capabilities
- Separate terminal product lines
- Multiple contacts for terminal projects
- Buildings and structures separate from systems
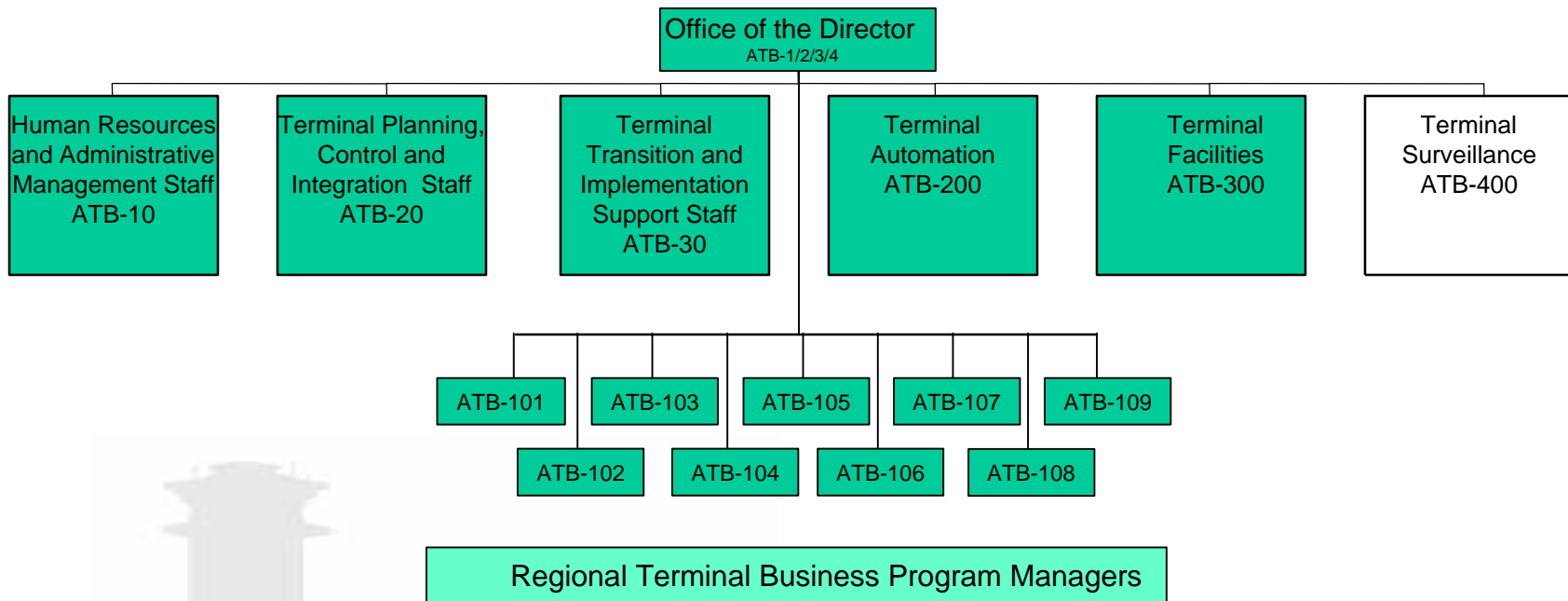- Requirements from multiple organizations into various channels

With ATB

→ Acquisitions and operations combined

→ Single source for funding

→ New advocate for infrastructure

→ Focused accountability

→ Centralized lifecycle support for terminal products

→ Combined terminal product lines

→ Single point of contact

→ Buildings, structures and systems combined in ATB

→ Coordinated and integrated prioritization of requirements
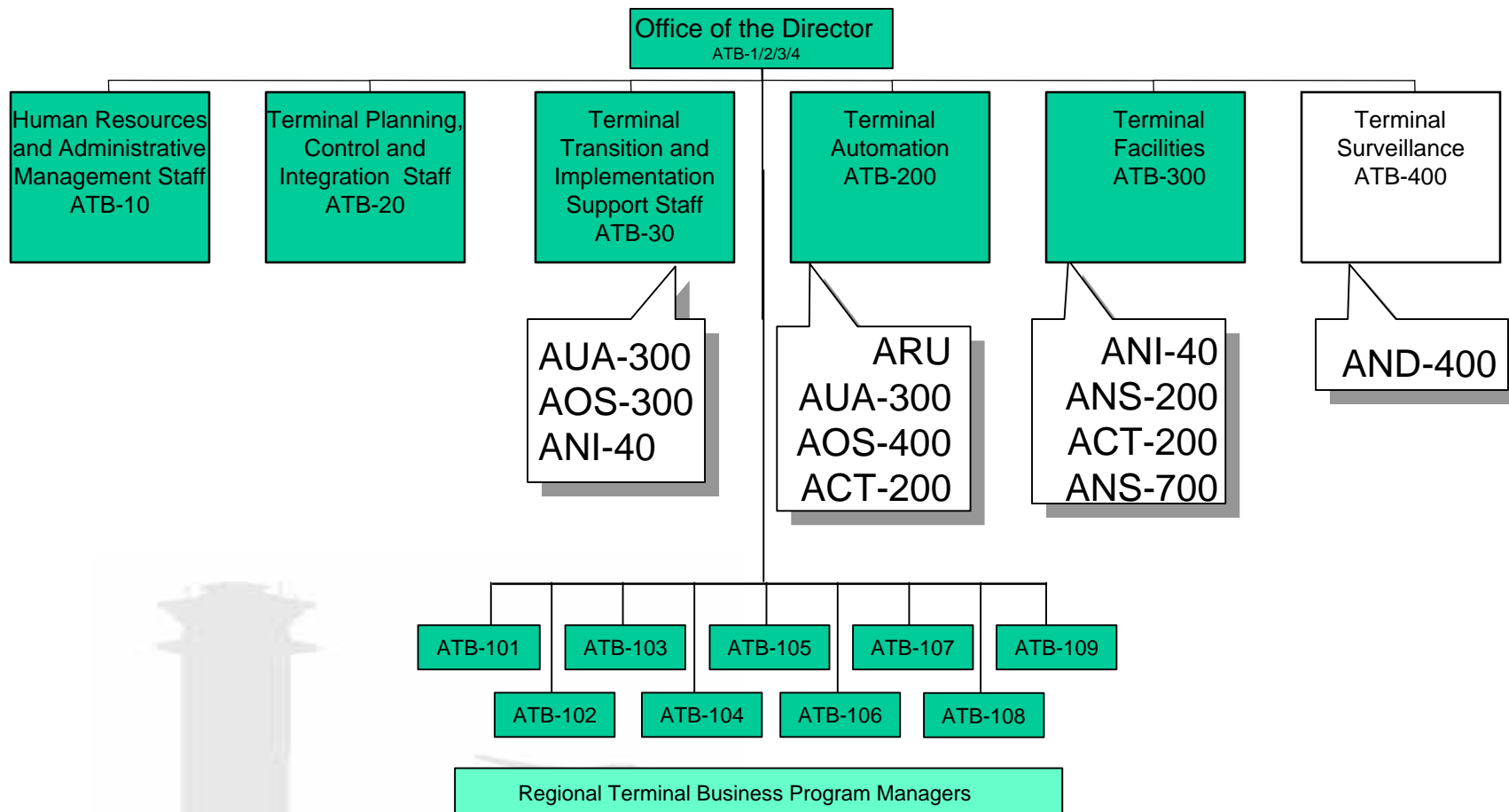
Scope of ATB

- ## Initial scope
  - Integrated planning for automation, facilities, and surveillance (planning)
  - Execution of terminal automation (ARTS/STARS) and facilities programs (tower/TRACONs)
  - From requirements to second-level maintenance
- ## Personnel - 300+
- ## Total integrated budget of close to $1B
  - Combines F&E & Ops

Terminal Business Service (ATB)

Office of the Director
ATB-1/2/3/4

- Human Resources and Administrative Management Staff ATB-10
- Terminal Planning, Control and Integration Staff ATB-20
- Terminal Transition and Implementation Support Staff ATB-30
- Terminal Automation ATB-200
- Terminal Facilities ATB-300
- Terminal Surveillance ATB-400

ATB-101 ATB-103 ATB-105 ATB-107 ATB-109

ATB-102 ATB-104 ATB-106 ATB-108

Regional Terminal Business Program Managers

Organizations That Joined ATB

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                        Office of the Director
                            ATB-1/2/3/4
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| Human Resources and Administrative Management Staff ATB-10 | Terminal Planning, Control and Integration Staff ATB-20 | Terminal Transition and Implementation Support Staff ATB-30 | Terminal Automation ATB-200 | Terminal Facilities ATB-300 | Terminal Surveillance ATB-400 |

ATB-30: AUA-300 / AOS-300 / ANI-40

ATB-200: ARU / AUA-300 / AOS-400 / ACT-200

ATB-300: ANI-40 / ANS-200 / ACT-200 / ANS-700

ATB-400: AND-400

ATB-101 ATB-103 ATB-105 ATB-107 ATB-109

ATB-102 ATB-104 ATB-106 ATB-108

Regional Terminal Business Program Managers

ATB Functions

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                        Office of the Director
                           ATB-1/2/3/4
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Human Resources and Administrative Management Staff ATB-10	Terminal Planning, Control and Integration Staff ATB-20	Terminal Transition and Implementation Support Staff ATB-30	Terminal Automation ATB-200	Terminal Facilities ATB-300	Terminal Surveillance ATB-400

- Workforce planning
- Facility management
- Labor-management relations
- Training
- Awards
- Personnel
- Work environment

- Develop strategies to reduce risk and improve performance
- Perform alternatives analysis
- Monitor overall technical, schedule, and financial performance

- Transition and implementation of ATB deliverables
- Support the Regional ATB managers

- Standard Terminal Automation Replacement System (STARS)
- Automated Radar Terminal System (ARTS)
- Common ARTS

- Facility designs and lifecycle management support for terminal structures and supporting systems (ATCT, TRACONs, HVAC, PWR)

- Planning for the Airport Surveillance Radar (ASR-11)

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   ATB-101   ATB-103   ATB-105   ATB-107   ATB-109
      ATB-102   ATB-104   ATB-106   ATB-108
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- Regional Workplans
  - Planning, integration, prioritization, execution
- National Workplan
  - Collect the information used to define the work plan
  - Reach agreement on Regional priorities
  - Participate in the definition of national priorities and work plan
  - Ensure the work plan can be executed
  - Execute the work plan
  - Provide operational support for business unit products

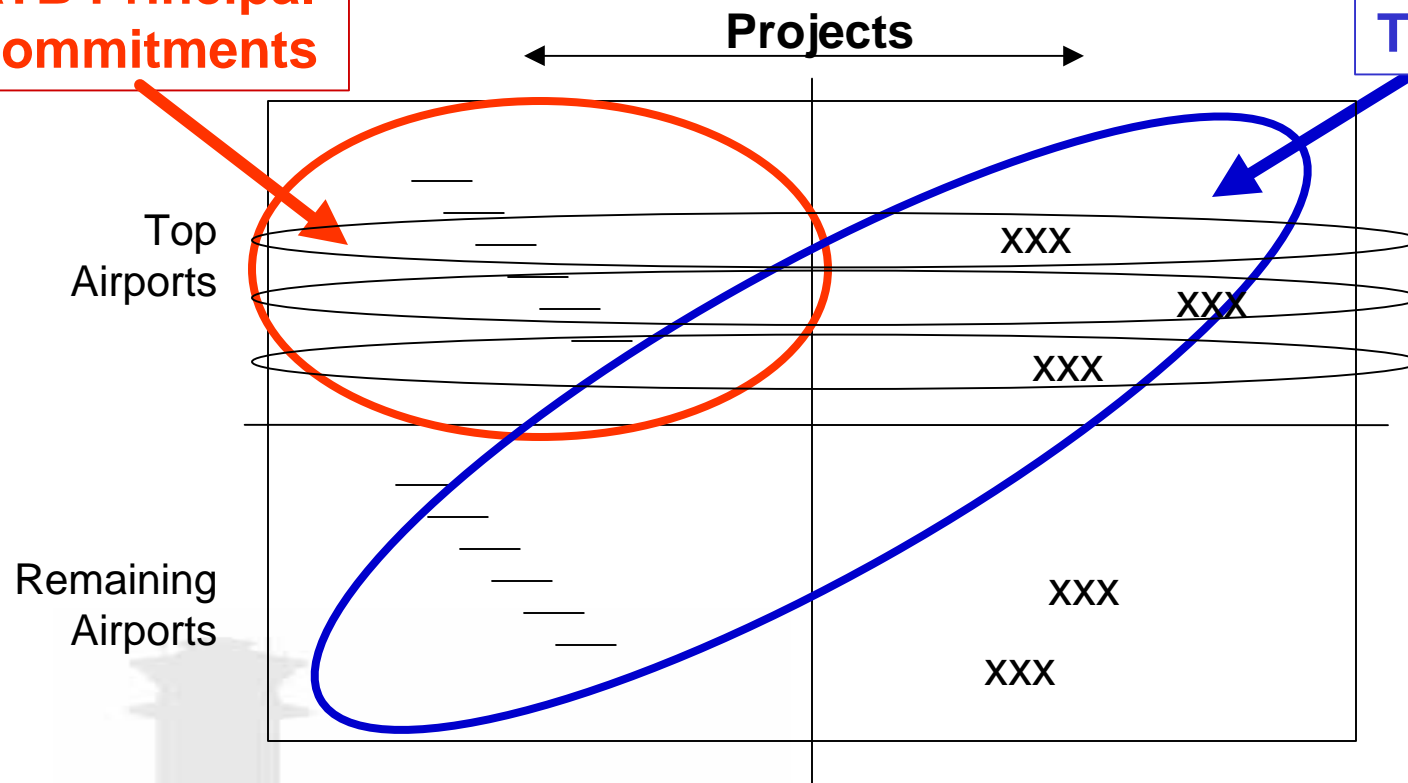| ATB-20	ATB-200/300	ATB-30	ATB-100s
Integrated Terminal Work Plan Process Owner	Provides national component to ITWP	Provides implementation considerations in development of ITWP	Provides regional component to ITWP
Provides guidance, templates, and design	Ensures horizontal equipment dependencies	Advocates regional requirements	Facilitates prioritization and validation at regional level
Advocates resources	Projects to enhance Terminal capabilities	Assures resources are provided for ITWP	Administers regional process for planning and execution
Administers process	Incorporates life-cycle requirements	Process owner for implementation	Tracks and reports accomplishments
Validates cost benefits	Assesses integrity of Terminal infrastructure	Oversees execution of ITWP	Executes the regional portion of ITWP
Establishes national priorities	Performs direct work IAW ITWP.	Integrates all projects, regions, sectors, and stakeholders	Integrates all aspects of work at site level
Oversees and maintains ITWP	Applies allocated resources	Provides ongoing validation of execute-ability of the ITWP	------
Assists in issue resolution	Assists in issue resolution	ATB focal for implementation issue resolution	Regional focal point for issue resolution and workarounds
Replanning	Participates in replanning	------	------
------	Provides second level support	------	------

Prioritization Alignment

Projects

Planned — Not Planned

Rank-Ordered Sites

Top Airports

xxx

xxx

xxx

Remaining Airports

xxx

xxx

Before: Single project

10
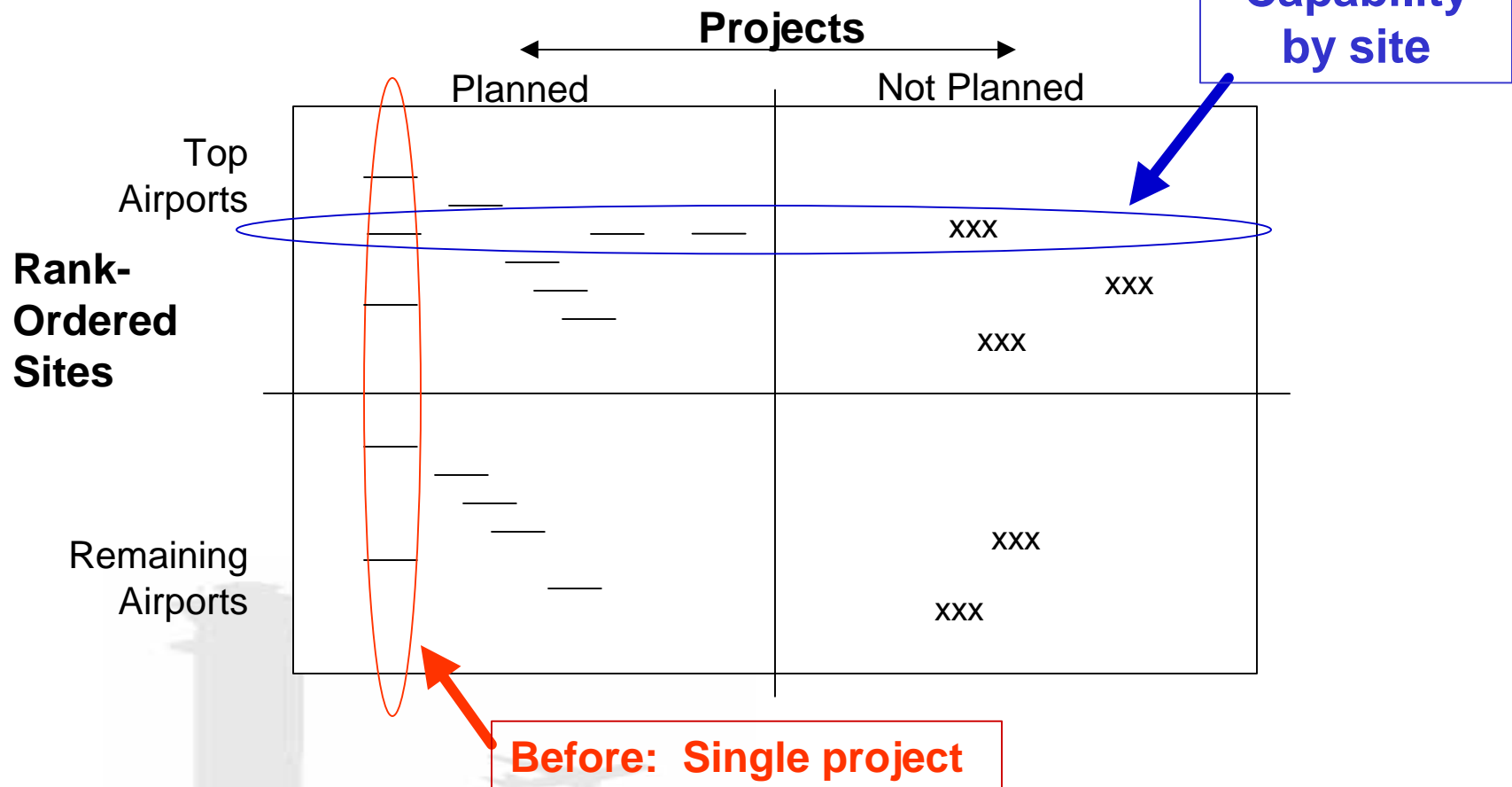
Prioritization Trade-off

ATB Principal Commitments

Risk Mitigation Trade-offs

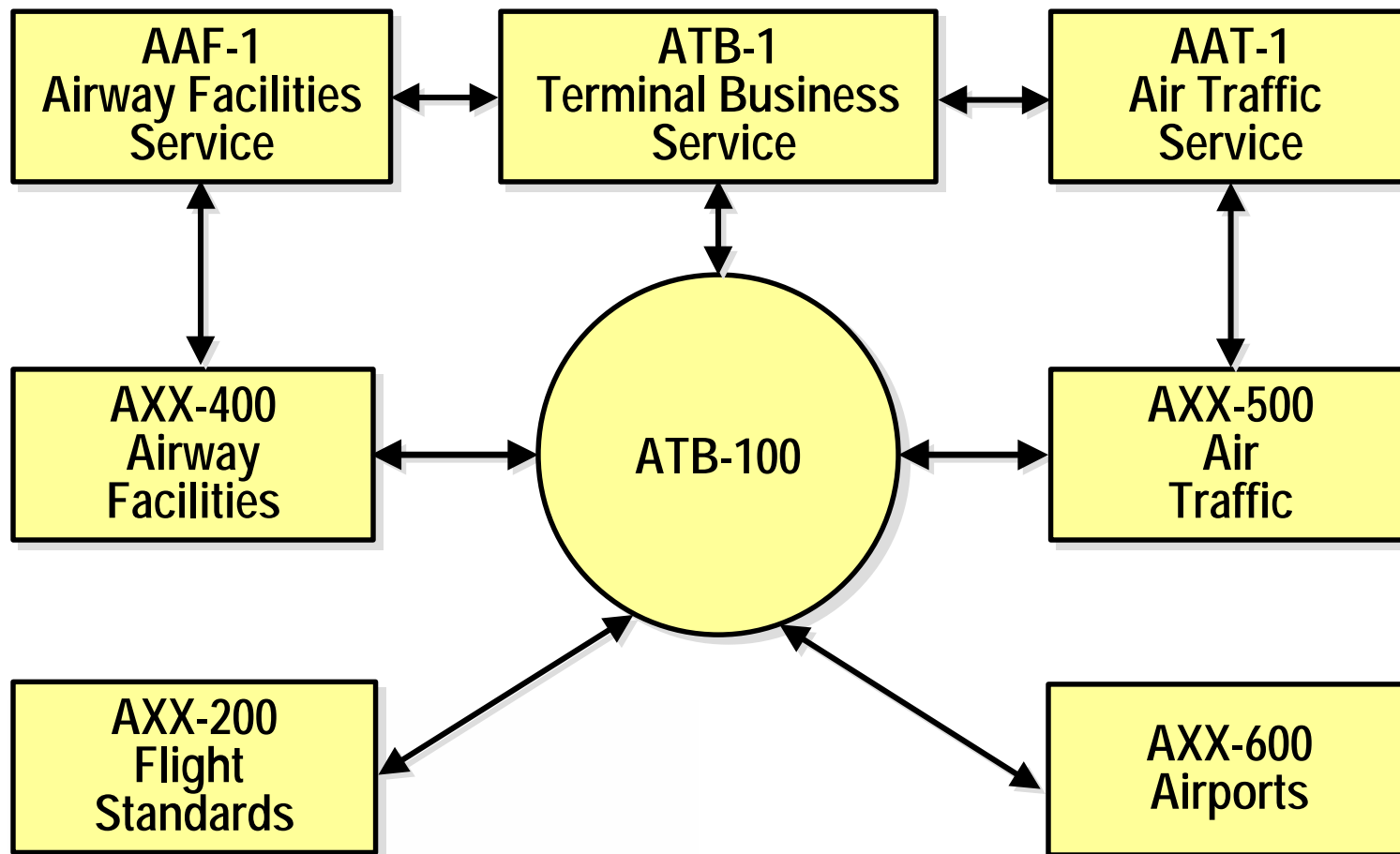**Projects**

Top Airports

Remaining Airports

xxx
xxx
xxx
xxx
xxx

11

Regional Presence: ATB-101-109

- Regional POCs
- Nine Terminal Business offices, one in each Region
- ATB-100s are fully integrated members of the ATB management team.
- Regional Administrators will
    - Act as executive sponsor
    - Actively support and facilitate the ATB-100 program manager
    - Ensure horizontal integration between lines of business

Regional Presence

- The role of the ATB-100s will be to
  - Collect the information used to define the work plan
  - Reach agreement on Regional priorities
  - Participate in defining national priorities and the work plan
  - Ensure the work plan can be executed by the Region
  - Execute the work plan
  - Provide solutions to unprogrammed requirements
  - Provide second-level support for business unit products
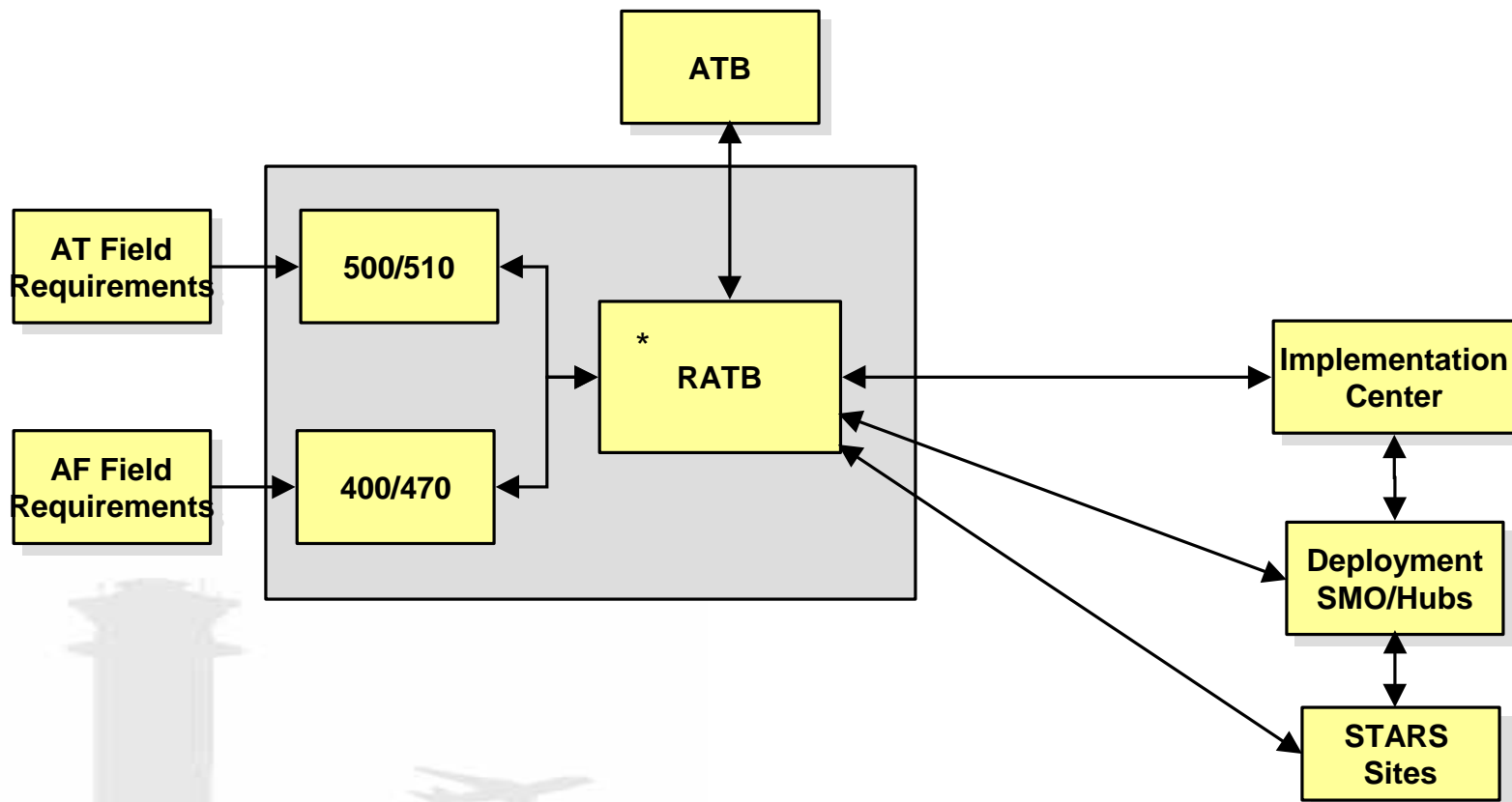
Planning and Integration

Prioritized Regional Plans

Nat'l Plan with ATB

Executable Plans

R1 ← → **R9**

LIT
ABQ
OKC
IAH

DFW

a. Nat'l deployment

b. Regional projects

c. Airport req.

d. Infrastructure req.

e. Lifecycle req.

Integrated Programs Prioritized by Region

DAB
MOB
MCO
MIA

ATL

a. Nat'l deployment

b. Regional projects

c. Airport req.

d. Infrastructure req.

e. Lifecycle req.
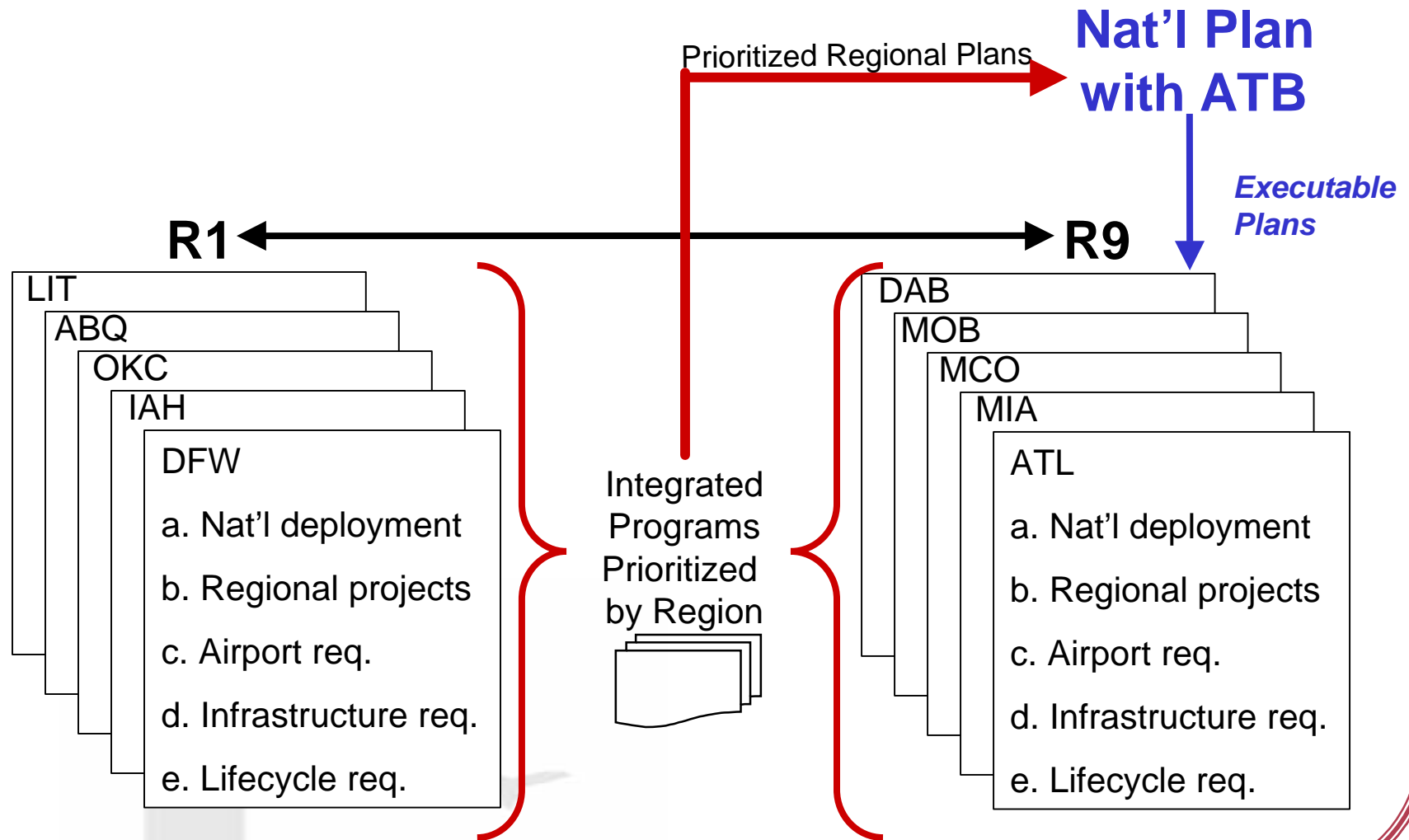
Terminal Regional Requirements Process
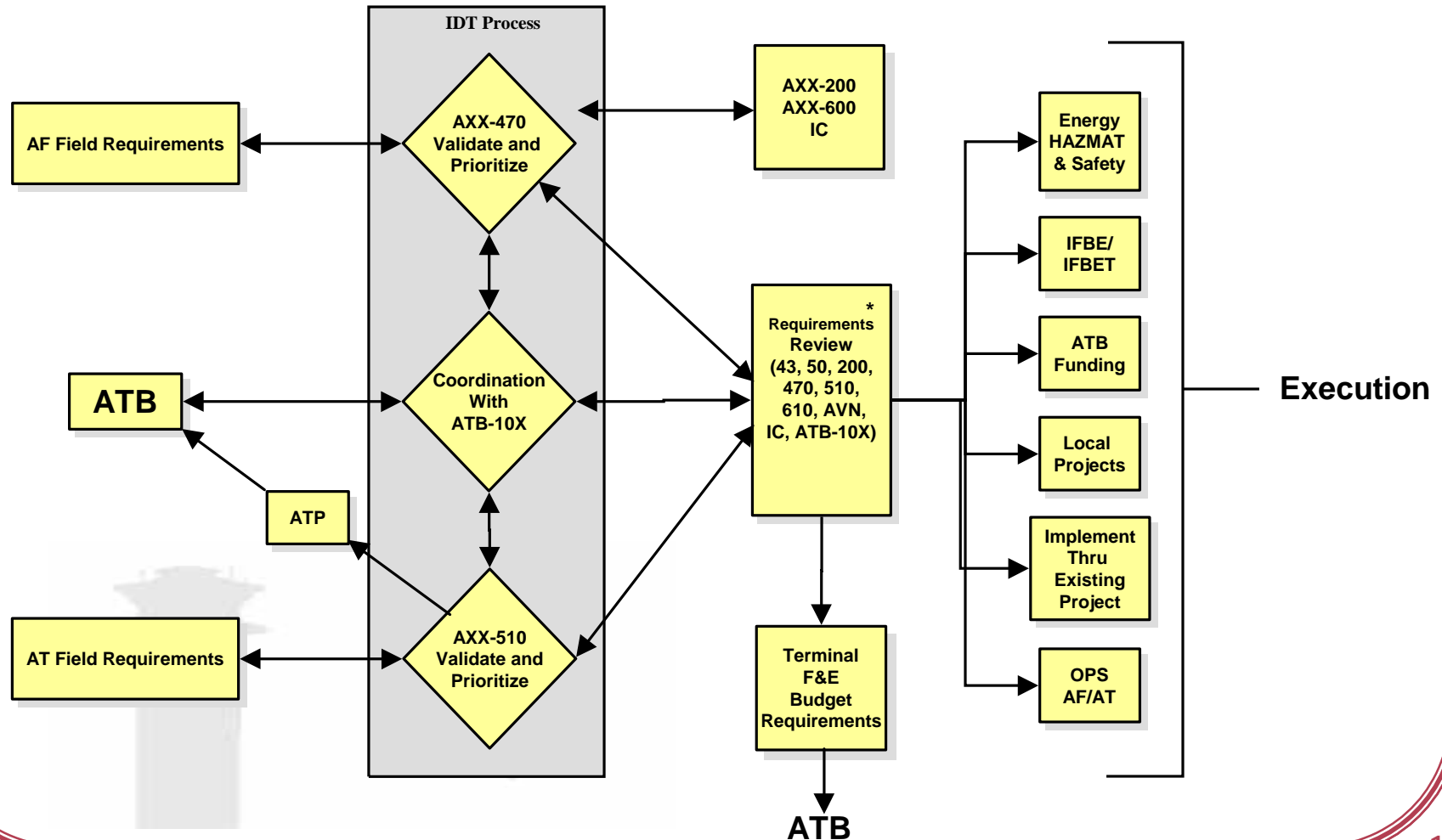
* National SOP (TBD)

SW N 2500.50
SO N 2500

STARS Terminal
Implementation Process

* Funding and Waterfall

ATB Goals: FY01

- ✓ Transition to ATB organization
- ● Establish ATB-100s in Regions
- ● Develop Integrated Terminal Work Plan for FY02
- ● Complete milestones for STARS
  - ✓ Complete EDC-2 IOT&E and achieve ISD
  - ■ Achieve EDC-2 ORD
  - ■ Complete FS-1 SAT and initiate OT&E
  - ■ Complete FS-2 TRR
- ● Implement PBO milestones

- ● Implement ATS standard tool set
  - ■ Project management
  - ■ Configuration management
  - ■ Knowledge management
  - ■ Workflow automation
  - ■ EIS/analysis/reporting
  - ■ Financial management
  - ■ Issue management
  - ■ Communication
  - ■ Service provisioning
  - ■ Service assurance
  - ■ Customer relations

ATB FY02 Integrated Work Plan: Modernization/Infrastructure

FY02 STARS Activities

EDC Sites - IOC

	3rd Qtr	4th Qtr
	Memphis - 4/02 Birmingham - 5/02 Bradley - 5/02 Detroit - 6/02	Albany - 7/02 Albuquerque - 8/02 Providence - 9/02

FY02 AMASS Activities

Commissioning

1st Qtr	2nd Qtr	3rd Qtr	4th Qtr
Cleveland Boston Seattle Newark Miami Minneapolis	John F. Kennedy Kansas City Pittsburgh Portland Cincinnati	Memphis Baltimore New Orleans Philadelphia Las Vegas Louisville	San Diego Denver Anchorage Dallas/Ft. Worth La Guardia Dulles Charlotte Andrews AFB

Eight Constrained Benchmarked Airports

Atlanta La Guardia	Boston Newark	Chicago Philadelphia	John F. Kennedy San Francisco

STARS Mobile Demonstration Unit

A look at some of the equipment on display inside the van.

Jane Garvey offers welcoming remarks at the van's Washington, DC, kickoff. Tower display visible at left.

Early Achievements

- Integrated planning and prioritization
  - Moving from a project perspective to a service delivery perspective
- Using the integrated plan to balance local concerns against national priorities
- Coordinating to minimize adverse impacts
- Modernization schedule and sequence must be synchronized
- A change in scheduling has collateral impacts
- Coordination processes are critical
- Executive STIs have been developed to execute the milestones in the terminal integrated work plan

ATB website:
www.faa.gov/ats/atb